

**Office of Policy and Management  
Annual Report to the Governor 2011 – 12**

**Benjamin Barnes, Secretary  
Karen Buffkin, Deputy Secretary**

***Established: 1977***

***Statutory Authority: Sec. 4-65a***

***Central Office: 450 Capitol Avenue, Hartford, Conn. 06106***

***Average number of full-time employees: 108***

***Recurring operating expenses, 2011-12:***

***General Fund: \$263,264,094 (includes \$248,809,874 Grants-In-Aid)***

***Insurance Fund: \$340,939; Mashantucket Pequot & Mohegan Fund: \$61,678,907***

***Private/Federal Funds: \$52,542,261; Capital Outlay: \$46,015,398***

**Agency Mission**

The Office of Policy and Management (OPM) reports directly to the Governor and provides information and analysis that the Governor uses to formulate public policy goals for the state. OPM also assists state agencies and municipalities in implementing policy decisions on behalf of the people of Connecticut. OPM prepares the Governor's budget proposal and implements and monitors the execution of the budget as adopted by the General Assembly and signed by the Governor.

**2011-12 Accomplishments**

Following is a list of various accomplishments by OPM for FY 2012, divided by subject matter:

## State Budget:

- Provided support, evaluation and analysis to the Secretary and Governor in the following areas:
  - Finalized changes to the FY 2012 budget resulting from the state's agreement with its unionized workforce.
  - Produced the Governor's budget adjustments for FY 2013.
  - Developed budget adjustments related to several significant policy initiatives adopted in the final budget, including improved funding for the pension system, education reform, and expansion of the state's vaccine purchasing program.
- Tracked and managed the process for resetting the state's workforce in the wake of an extraordinary level of retirements in 2011, and provided information and monthly tracking of agency overtime expenditures.
- Continued the process of moving the state's budget document and monthly financial reporting to reflect budget results on the basis of Generally Accepted Accounting Principles (GAAP).

## Health and Human Services:

- Continued successful implementation of the Connecticut Partnership for Long-Term Care, the state's public/private partnership with private insurers which educates Connecticut residents about long-term care planning and provides an innovative financing option. This past year, significant numbers of Connecticut residents applied for purchased Partnership-approved policies with the program surpassing the 55,000 mark for policies purchased. The Partnership estimates it has saved Medicaid over \$14 million in long-term care expenses since the Partnership was implemented in 1992.
- Coordinated the development and legislative approval of eight federal block grant allocation plans. These plans provided approximately \$150 million in federal funding for health, human services, energy, and economic development projects in Connecticut.
- Continued coordination of the state's interagency efforts to develop permanent supportive housing as a solution to homelessness. Most recently, awards were made to six applicants that totaled \$28 million for the development of an additional 180 new

units. Overall, the state's interagency efforts have resulted in the creation of approximately 2,000 units of supportive housing.

- Continued implementation of numerous initiatives to provide alternatives to nursing facility care through a multi-agency effort coordinated by OPM. Assisted living services have been made available in state-funded congregate housing, federally-funded HUD housing facilities, private pay assisted living facilities and subsidized assisted living communities in Glastonbury, Hartford, Middletown and Seymour as part of the Assisted Living Demonstration project. Over 630 residents were actively enrolled in the programs as of June 30, 2012 and over 2,600 residents were served to date.
- Developed two awards, consistent with Public Act 09-2, for infrastructure costs associated with non-profit organizations which collaborate to consolidate programs and services.

#### Finance:

- Governor Malloy wants to modernize the state information technology infrastructure and change the way government does business in making government more user-friendly, efficient and transparent. The program structure, including governance and investment application process is being aligned with the agency budget request process. This is evidenced, in part, by the following:
  - The merger of the Department of Information Technology (DoIT) into the Department of Administrative Services (DAS), which included the creation of the Bureau of Enterprise Systems Technology (BEST).
  - The inclusion of funding in the October 2011 Jobs Bill for the establishment of a Business Portal.
  - The establishment, with approval of the General Assembly in the 2012 legislative session, of an Information Technology Capital Investment Program, which includes an appropriation of \$50 million for FY 2013. The initiatives selected through the Information Technology Capital Investment Program will be targeted towards a multi-agency, share service solution.
- There are six Purchase of Service (POS) state agencies which purchase health and human services from non-profit providers. The POS agencies are the departments of Corrections, Children and Families, Developmental Disabilities Services, Mental Health

and Addition Services, Public Health and Social Services. The annual expenditures of the 1,100 POS contracts exceed \$1.4 billion.

While some standardization has been implemented across the six POS agencies, including procurement requirements and standard contract language, the POS contracting processes are often cumbersome and inefficient in a number of areas, with non-profit providers having to comply with different reporting requirements of the individual agencies or submitting the same information to multiple state agencies. These processes have imposed additional costs on both state agencies and non-profit providers, which results in less time for monitoring program and service quality. Critically, these processes have led to contracts being executed after their scheduled commencement date and delays in payments to non-profit providers of service, placing greater pressures on their limited resources.

The Secretary recognized that a more focused initiative would be needed to streamline these processes and realize greater efficiencies. Earlier this year, the Secretary established the Purchase of Service Contract Efficiency Project Office, which is comprised of staff donated three days per week from POS agencies. The purpose of the Project Office is to streamline, standardize and automate contract development and execution, financial reporting, and payment systems associated with POS contracts.

The Office's major implementation action to date has been the creation of an electronic document vault for uploading contract compliance forms once per year as opposed to these forms being submitted for each separate contractor amendment. Non-profit providers have long advocated this step. The Project Office has worked with DAS and private providers to utilize DAS's BizNet system as the document vault. As a private provider enters into a new or amended contract, they will upload their required forms on BizNet. BizNet will reduce the administrative burdens for the 152 providers having two or more contacts with individual state agencies and, although there is some overlap, the 201 providers having contracts with two or more separate state agencies. This will also benefit all those doing contract amendments.

#### Criminal Justice:

- Facilitated regular meetings between state and local law enforcement officials to develop an anti-gun violence strategy for New Haven.

- Received a \$915,000 grant from the U.S. Department of Justice for 22 towns in Connecticut to work towards enhancing police services, strengthening community and youth relations, and reviewing crime prevention strategies.
- Utilized the nationally recognized Focused Deterrence Initiative with federal, state, and local officials to seek out ways to reduce gun violence in cities and towns with the highest levels of gun violence in Connecticut.
- Published a recidivism report, which seeks to understand the key factors that cause sex-offenders to become repeat offenders, and to establish pathways for increasing the availability of supervision or treatment programs for convicted criminals.
- Worked with immigrant advocates to establish an appropriate policy to deal with the federal “Secure Communities” law. The law has been put under review because of the implications and ramifications the law may have on current crime prevention strategies.

#### Intergovernmental Policy:

- Prepared the *Draft 2013-2018 Conservation and Development Policies: A Plan for Connecticut* (Draft C&D Plan) for public review and comment, in accordance with CGS Section 16a-28. The Draft C&D Plan and its Locational Guide Map were produced after an unprecedented level of outreach to municipalities, regional planning organizations, state agencies, and other interested parties. A new requirement in CGS Section 16a-35c(b) led OPM to establish map criteria for the delineation of proposed boundaries of Priority Funding Areas. Given the heightened level of interest in the Draft C&D Plan, OPM is implementing the voluntary “cross-acceptance” process, which is a good-faith effort among the different levels of government to develop a higher degree of compatibility among their respective plans. OPM will submit its recommended Draft C&D Plan to the General Assembly for its consideration of approval during the 2013 legislative session.
- Provided technical support to Mid-State and Connecticut River Estuary Regional planning agencies through the process of merging two planning regions (the first such merger since the regional planning boundaries were established in the 1950’s) and through the process of forming a single Council of Governments.
- Created a revised application process and solicited applications for the newly re-funded Regional Performance Incentive grant program, which provides funding to two or more

municipalities, economic development districts or regional planning organizations that wish to study or establish regional programs that replace the individual efforts of municipalities. Applications have been reviewed and awards are expected to be announced in August of 2012.

- Developed an application process and solicited applications for the newly created Inter-municipal Capital Equipment Purchase Incentive grant program, which provides partial funding to any two or more municipalities for the acquisition of capital equipment which will be shared between the member communities. Applications can be submitted until October 1, 2012, after which they will be reviewed and awards are expected to be announced in the late fall of 2012.
- Worked with a third party non-profit to create an application process; conducted training sessions and solicited applications for the newly created Main Street Investment grant program, which provides partial funding to municipalities with populations under 30,000 or which are eligible for funding under the Small Town Economic Assistance Program to help pay for improvements to main streets and/or a partial reimbursement to property owners who make façade improvements to privately owned buildings. Trainings are currently being held, the notice for submitting applications has been posted and applications are being accepted until September 28, 2012. Applications will then be reviewed and awards announced sometime during the fall of 2012.
- Allocated \$20 million for Small Town Economic Assistance Program (STEAP) awards during FY 2012. These awards allow the state to partner with smaller municipalities throughout Connecticut to assist them with improving their infrastructure. STEAP grants help communities enhance their public spaces and encourage the promotion of economic development.
- Offered small towns the option of having OPM administer their STEAP award utilizing an expedited reimbursement plan. This plan reimburses grantees for STEAP associated project costs in a timely manner through a single point of contact. Through this streamlined process, municipalities may apply for their grants, have their grants processed, and request and receive reimbursements utilizing OPM as their single point of contact. By streamlining this program, it is OPM's goal to provide timely service to Connecticut's towns, with the end result being a strengthened relationship with municipal counterparts to contribute to the betterment of Connecticut's communities.

#### Legislative Affairs:

- Provided broad range of support for the Governor's legislative proposals, including initial policy development, working with the General Assembly to advance Governor's bills, and helping to implement new laws as passed.
- Collaborated with the General Assembly and the Governor's office to secure passage of key bills supporting the Governor's agenda. Most notably this included adjustments to the second year of the biennial budget (FY 2013); initiatives related to growing jobs (including support during the jobs special session); reforming Connecticut's system of regulating alcohol (including Sunday sales) to make it more cost-efficient and consumer-friendly; restoration of municipal ability to tax partially constructed buildings, reducing state liability for privately owned underground tanks; and more.
- Worked closely with state agencies on their legislative proposals – coordinated review by OPM and Governor's office of each proposal, including meetings with agency heads, reviewed public hearing testimony for approval and helped manage agency activities, coordinating those with the policies of OPM and the Governor.
- Managed process by which Governor's team and OPM reviewed well over 125 proposals that were proposed to be part of significant budget-implementation legislation.
- Provided information to media outlets, legislators, General Assembly staff and the public to explain and support the Governor's proposed budget adjustments, the enacted budget, the impact of legislative proposals, and the daily requests for information about state government.

#### Labor Relations:

- Participated in the concession discussions with the SEBAC coalition of unions that reached an agreement for changes in the pension and health benefit plans and unit agreements for two years of wage freezes with most bargaining units.
- Negotiated the initial collective bargaining agreement with the NP-9 State Police Captains & Lieutenants bargaining unit.
- Began negotiations for a successor collective bargaining agreement with the NP-1 State Police bargaining unit.

- Represented the State employer in multiple cases before the State Board of Labor Relations in which independent unions were seeking to challenge the existing unions in order to represent certain state employee bargaining units.
- Provided training sessions for human resource professionals about labor relations and grievance handling, including as part of the DAS Human Resources certificate program, and specialized training on disciplinary investigations.

Administrative:

- In accordance with the federal Affordable Care Act, in 2010 OPM received a grant award from the U.S. Department of Health and Human Services to plan for the establishment of a state-operated health insurance exchange in Connecticut. OPM used such funds to hire staff and consultants, and to purchase goods and services to meet the planning requirements of the grant award. In 2011, Public Act 11-53 established the Connecticut Health Insurance Exchange, a quasi-public agency, with goals to reduce the number of individuals without health insurance in Connecticut and to assist individuals and small employers in the procurement of health insurance by, among other services, offering easily comparable and understandable information about health insurance options. Pursuant to Public Act 11-53, OPM provided extensive assistance to set up the Connecticut Health Insurance Exchange, including legal, human resources, procurement, budget and finance, and information and technology services. OPM also transitioned activities to the Connecticut Health Insurance Exchange to fully implement the requirements of the federal Affordable Care Act. In addition, OPM provided interim office space to the Connecticut Health Insurance Exchange. By the close of FY 2012, the Connecticut Health Insurance Exchange was operating as an independent quasi-public agency.
- Continued to use technology to streamline procedures and increase efficiencies. Examples during FY 2012 include:
  - Developed and implemented an electronic process for independent audit firms to upload their client's municipal and non-profit audit reports to a website. As a result, state grantor agencies and the public are able to access and view the reports on-line in lieu of requesting and receiving hard copies of audit reports.

- Created a website for municipalities to provide real estate sales data on-line in lieu of municipalities providing paper reports to OPM and OPM having to manually enter such reports.
- Established a website for municipalities to enter information on-line for the Renters Rebate Program, which program provides certain State of Connecticut renters age sixty-five or over or renters under age sixty-five with permanent total disability a partial refund of their rent and utility bills. The website provides timely information to municipalities and their elderly or disabled clients.

#### Adriaen's Landing and Rentschler Field:

- Continued its role in the development of Adriaen's Landing, a mixed-use economic development project in Hartford that includes the Connecticut Convention Center, Connecticut Science Center, Marriott Hartford Downtown and related parking garages.
- Oversaw the development of the Front Street entertainment/residential district within Adriaen's Landing. Phase I, including approximately 70,000 square feet of restaurant/retail space and an additional 260-space state-owned parking garage, has been completed and the first tenant, Spotlight Theatres, is expected to open its doors in the fall of 2012. Additional tenant announcements are expected before the end of the year. Preliminary design work has also begun on Phase II, which will consist of 115 market rate housing units and an additional 27,500 square feet of retail and entertainment space.
- Continued its role in overseeing the Stadium at Rentschler Field, a 40,000-seat open air sports and entertainment facility in East Hartford and home field of the University of Connecticut (UConn) Husky football team. In addition to the construction of new reinforced turf parking lots and internal roadways completed last year, the Stadium has made a number of other improvements to the facility designed to enhance public safety and improve the overall fan experience. These include the installation of security cameras in remote parking lots, expansion of one of the four main gates into the building and upgrades to the Stadium's sound system.
- Played a key role in Statewide Commodities Distribution efforts during Hurricane Irene and Storm Alfred in 2011. Rentschler Field staff assisted the National Guard and FEMA in establishing a site for distribution of food and water at the Stadium after the hurricane and provided operational support for a nearby site following Storm Alfred.

- Hosted hundreds of corporate, government and charity events, as well as weddings and private parties. The Stadium's convenient location and its ample site plan have also made it the ideal location for a large number of charity walks and outdoor sporting and entertainment events.

#### **Information Reported as Required by State Statute**

- OPM is committed to complying with statutory requirements related to affirmative action and equal opportunity in employment and in the services OPM provides to the State of Connecticut. OPM's Affirmative Action Plan for the period ending June 30, 2011 was approved by the Commission on Human Rights and Opportunities at its January 11, 2012 meeting. Regarding the Affirmative Action Plan for the period ending June 30, 2013, as of June 30, 2012 achieved 67% of its short-term hiring goals, 31% of its long-term hiring goals, and 100% of its promotional goals. In addition, OPM significantly exceeded Small/Minority Business Enterprise and Minority Business Enterprise goals. OPM new employees also attended diversity, sexual harassment prevention, and workplace violence prevention.
- In accordance with CGS Section 4-61mm, OPM had one volunteer during FY 2012. Twenty-six students participated in OPM's Internship program, representing fifteen different colleges and universities.

For further information on OPM activities, visit the OPM website at <http://www.ct.gov/opm>.